

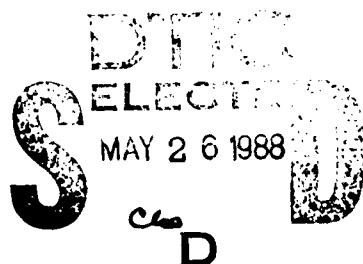
Research Report 1472

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Factors Affecting Retention in Military  
Intelligence MOS 98G and 33T:  
Summary of Existing Data

Melvin J. Kimmel, Beverly G. Knapp,  
and Frances L. Carter



Personnel Utilization Technical Area  
Manpower and Personnel Research Laboratory



U. S. Army

Research Institute for the Behavioral and Social Sciences

April 1988

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)  In response to a request from the Director of Military Personnel Management (DMPM), existing information on retention problems in two Military Intelligence Occupational Specialties (MOS) was compiled: 98G (Signal Intelligence Voice Intercept) and 33T (Tactical Intelligence Systems Repair). The information consisted of reenlistment/attrition rates, subject matter expert opinions, and attitude survey results. Although existing data are sparse, they  (Continued)		

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20. Abstract (Continued)

suggest that MOS 98G/33T attrition may be a greater problem for midcareerists and careerists than for first termers and may be related more to job satisfaction and promotion potential than to monetary incentives.

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Research Report 1472

**Factors Affecting Retention in Military  
Intelligence MOS 98G and 33T:  
Summary of Existing Data**

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**April 1988**

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## FOREWORD

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Since Military Intelligence Military Occupational Specialties (MOS) require exceptional personnel with extensive training, the Army must promote the highest possible retention rate within these MOS. To accomplish this goal, Army policy makers must have a thorough understanding of factors affecting retention in these MOS. This report attempts to provide policy makers with the required information by summarizing the existing data on retention problems in two critical Military Intelligence MOS: 98G (Signal Intelligence Voice Intercept Operator) and 33T (Tactical Intelligence Systems Repair).

The research was conducted as a joint effort of the Systems Research Laboratory and the Manpower and Personnel Research Laboratory in response to a Technical Advisory Service request received from the Director of Military Personnel Management (DMPM) on 15 January 1987. The findings were briefed to DMPM staff members on 28 May 1987 and to the DMPM, directly, on 28 July 1987. The information presented at those briefings and in this report has proven to be a valuable resource for Army policy makers in evaluating Military Intelligence retention policies.



EDGAR M. JOHNSON  
Technical Director

FACTORS AFFECTING RETENTION IN MILITARY INTELLIGENCE MOS 98G AND 33T:  
SUMMARY OF EXISTING DATA

EXECUTIVE SUMMARY

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Requirement:

To compile and summarize existing information on factors affecting enlisted military personnel retention in Military Occupational Specialties (MOS) 98G (Signal Intelligence Voice Intercept) and 33T (Tactical Systems Repair).

Procedure:

Reenlistment/separation data bases, subject matter expert opinions, and attitude survey results served as sources of information for this project. Reenlistment and separation patterns for FY82-FY87 (first quarter) were obtained from Enlisted Master File (EMF) data bases maintained by the Defense Manpower Data Center (DMDC) and Deputy Chief of Staff for Personnel Report Number 628. Information on Factors affecting 98G/33T retention decisions came from informal interviews with Military Intelligence enlisted personnel and tabulated attitude survey data provided by the U.S. Army Research Institute (ARI) and the Military Intelligence community (U.S. Army Intelligence School-Ft. Devens (USAID), U.S. Army Intelligence and Security Command (INSCOM), Office of the Chief, Military Intelligence (OCMI), and the Military Intelligence Branch, MILPERCEN).

Findings:

(1) Reenlistment/separation data bases revealed that MOS 98G first-term rates were comparable to the Army as a whole, with the exception that 98G women reenlisted at lower rates than women in other MOS between 1984 and 1986. Reenlistment rates for MOS 33T first-term personnel were lower than the rates for the Army as a whole in 1985 and 1986, but were above the Army average for the first quarter FY87. Recent retention data comparing 98G/33T noncommissioned officer reenlistment rates with the Army average showed significantly lower rates for MOS 33T mid-careerists and careerists and a somewhat lower rate for 98G careerists.

(2) Although existing data on factors affecting MOS 98G/33T reenlistment decision making are limited, it appears that job satisfaction and promotion potential are important considerations. MOS 98G personnel are most dissatisfied with the lack of strategic assignments and educational opportunities, while MOS 33T members point to the inability to use their job skill training as a key reason for their dissatisfaction.

(3) Additional research now being conducted by the Military Intelligence community may help clarify the relationship between retention and job satisfaction.

Utilization of Findings:

The information in this report will help those who are evaluating Military Intelligence retention policies and will highlight areas requiring further research.



FACTORS AFFECTING RETENTION IN MILITARY INTELLIGENCE MOS 98G AND 33T:  
SUMMARY OF EXISTING DATA

CONTENTS

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	Page
INTRODUCTION . . . . .	1
APPROACH . . . . .	2
FINDINGS . . . . .	2
Reenlistment/Separation Databases . . . . .	2
Job Satisfaction and Retention Data . . . . .	6
DISCUSSION . . . . .	19
CONCLUSIONS . . . . .	22

LIST OF TABLES

Table 1. Available data sources on 98G/33T retention . . . . .	3
2. 1978-80 ARI CMF 98 Attitude Survey findings . . . . .	10
3. 98G/33T responses to retention and satisfaction items . . . . .	12
4. CMF 33 Job Satisfaction Survey: Number of 33T vs other CMF 33 respondents by selected demographics . . . . .	15
5. Percent 33T vs other CMF 33 agreement with job/CMF-related items . . . . .	16
6. Percent 33T vs other CMF 33 agreeing to reenlistment intention items . . . . .	18
7. Importance of separation reasons for 33T who intend to separate . . . . .	20
8. Importance of reenlistment reasons for 33T who intend to reenlist . . . . .	21

## CONTENTS (Continued)

---

Page

### LIST OF FIGURES

Figure 1.	FY83-FY86 first term reenlistment rates by marital status: 98G vs. total Army . . . . .	4
2.	FY83-FY86 first term reenlistment rates by gender: 98G vs. total Army . . . . .	5
3.	First term attrition rates by marital status, gender, and year of accession: 98G vs. other non-combat MOS . . . . .	7
4.	98G and 33T first term reenlistment rates for FY86 and FY87 (1st QTR) according to first assignment location (INSCOM vs. FORSCOM) . . . . .	8
5.	FY87 (1st QTR) reenlistment rates by years of service for 33T, 98G, and total Army . . . . .	9

FACTORS AFFECTING RETENTION IN MILITARY  
INTELLIGENCE MOS 98G AND 33T:  
SUMMARY OF EXISTING DATA

INTRODUCTION

During a recent review of Military Intelligence (MI) enlisted Military Occupational Specialties (MOS), conducted by the Director of Military Personnel Management (DMPM) on 7 DEC 86, the fact surfaced that job satisfaction factors may play a key role in the decision to reenlist following first term. Since training for these intelligence specialties is lengthy, and an additional investment is required to process high level security clearances, it is in the Army's interest to promote the highest level retention rate possible for these MOS in order to gain a return on the initial investment. It was also pointed out at the review that certain MI MOS will face shortages by the 1990's in meeting their authorized strengths, if steps are not taken to reverse first term attrition. This trend is largely due to the deployment of new operational intelligence collection systems such as TACJAM, QUICKFIX, GUARDRAIL V, and ADVANCED QUICKLOOK, which will be coming on line during this time frame.

In an effort to better understand the nature of current attrition within MI MOS, and to document the role of job satisfaction factors in the reenlistment decision, the Army Research Institute (ARI) was tasked by the DMPM to focus on two MI MOS, 98G and 33T, as exemplars. The objective of the effort was to identify sources of existing data on 98G and 33T which would document the existing attrition patterns, and to quantify, if possible, job satisfaction factors which contribute to the patterns.

98G and 33T represent different sides of the three MI MOS career fields (CMF 98, 96, 33). Although both are trained and perform functions in the Signals Intelligence or "SIGINT" domain, the 98G (Voice Intercept Operator) sits "on position", in a tactical or strategic setting, using headphones, and is specifically trained as a foreign linguist. The 33T (Tactical Intelligence Systems Repair) however, is a troubleshooter and maintainer of the sophisticated electronic receiving and jamming equipment used by 98G and other types of operators within CMF 98.

The CMF 98 consists of operators and intelligence analysts with some history in terms of accession and career development. In contrast, CMF 33, as recently as 1985, underwent a restructure from a single MOS (33S), responsible for the maintenance of over 2500 end items of Electronic Warfare/Intelligence (EW/I) equipment, to five entry level 33 MOS. The five MOS within CMF 33 (and a capper MOS at the E8 paygrade) allowed tasks, within the total EW/I system family, to be subdivided and clustered according to both functional as well as tactical and strategic boundaries. Thus the 33T is one of several new career tracks within CMF 33, with very little career history, except for the midtermers and careerists assigned to 33T from the former single 33S MOS structure.

## APPROACH

Several relevant sources of data on reenlistment and/or job satisfaction were identified. Table 1 summarizes the various information sources. DCSPER Report No. 628 archives and Defense Management Data Center (DMDC) EMF databases served as sources of 98G/33T retention patterns. Annual reenlistment rates for 98G, broken down by various demographic categories, were provided for 1982 through 1st QTR FY 87. As discussed above, historical attrition data is not available in the 33T MOS since it was not activated until 1985. By sorting through these service-wide databases, specific reenlistment/attrition trends by selected demographic categories were developed.

For documentation regarding 98G/33T reenlistment intentions, job satisfaction, and reasons for separation, interviews were conducted with 98G/33T Subject Matter Experts (SMEs), and survey data were provided by the Intelligence community (i.e. US Army Intelligence School-Devens(USAISD), Intelligence and Security Command (INSCOM), and MI Branch at MILPERCEN). The attrition databases followed by the interview responses and Intelligence community survey results will be discussed in turn.

## FINDINGS

### Reenlistment/Attrition Databases

DCSPER Report No. 628 contains reenlistment rates (percent of total eligible who reenlist) recorded by year of separation for each MOS separately and for the Army as a whole. DMDC databases provides attrition rates (percent of total eligible who leave the Army) encoded by year of accession. The difference between the years referenced respectively in the two different databases reflects the four year term of enlistment. Attrition rate is the inverse of the reenlistment rate, but both databases were used because of the unique information each provides.

DCSPER Report No. 628 was analyzed from 1982 through 1st QTR FY 87 for 98G reenlistment rates as compared to the Army as a whole by gender, marital status and years of service. A request for hard copy matrix of data from DMDC provided percent attrition data for 98G MOS from the Enlisted Master File (EMF) showing comparisons between 98G and other non-combat MOS (defined as MOS outside the 11,12,13,16,17, or 19 series). Data was also obtained showing attrition rates for 98G by tactical vs. strategic MACOM (INSCOM vs.FORSCOM only).

Figures 1 - 5 show summary trends drawn from the databases. Figures 1 and 2 graphically portray reenlistment rates for the last four years comparing 98G individuals to total Army figures. In Figure 1, it can be seen that fewer 98G reenlisted compared to total Army, but the married group had a higher reenlistment rate overall. Figure 2 (reenlistment rates by gender) shows that reenlistment rates for the total Army-female group was highest, followed by the total Army-male and the 98G male groups, with the 98G female having the lowest reenlistment rates. Overall, there was only slight variation by year, with a trend for the 98G female reenlistment rate to approach the male levels.

Table 1. Available Data Sources on 98G/33T Retention

<u>Topic</u>	<u>Source</u>	<u>Information</u>	<u>MOS/Participants</u>
Reenlistment/ Separation Rates	DCSPER Report No. 628 (ODCSPER)	Reenlistment rates by Year of Separation (FY 82-1st QTR FY 87); Gender; Marital Status; Enlistment Term	98G 33T (FY85-FY87) Total Army
	EMF Files (DMDC)	Separation rates by Year of Accession (FY 79-FY 83); Gender; Marital Status; ISC Separation Codes	98G 33T (FY85-FY87) Other Noncombat MOS
Job Satisfaction/ Reenlistment Intentions	CMF 98 Attitude Survey (ARI-INSCOM, 1979)	Reenlistment motivation	CMF 98 (N=203) Other Noncombat MOS (N=1880)
	Basic Training Team Survey (USAICS-DOES, 1986)	2 items (reenlistment intentions; MOS recommendation; AIT job relevance)	98G (N=126) 33T (N=13)
	33CMF Job Satisfaction Survey (USAID-OCMID)	139 item survey (reenlistment motivation; job characteristics; job/CMF satisfaction)	33T (N=18) Other 33CMF (N=65)
	The Retention Problem of Soldiers in MOS 33T (33T SSG project)	10 item informal survey (reenlistment motivation; job/CMF satisfaction)	33T (N=11)
	SME interviews	Informal judgements	98G/33T soldiers (N=3) 33CMF MSG (N=1) USAICS/MILPERCEN/INSCOM Branch Managers (N=6)

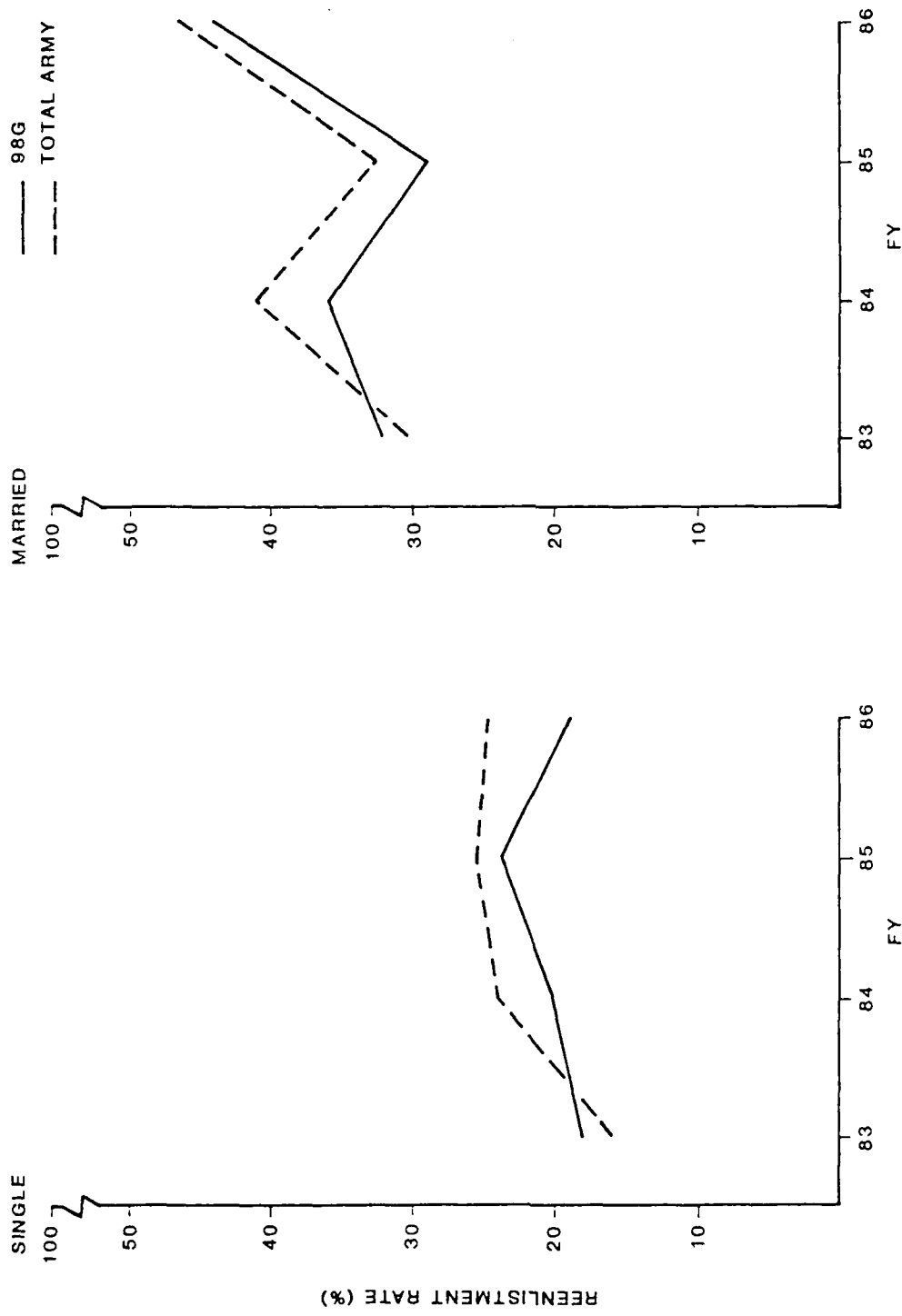


Figure 1. FY83-FY86 first term reenlistment rates by marital status: 98G vs. total Army.  
(Source: DCSPER Report No. 628)

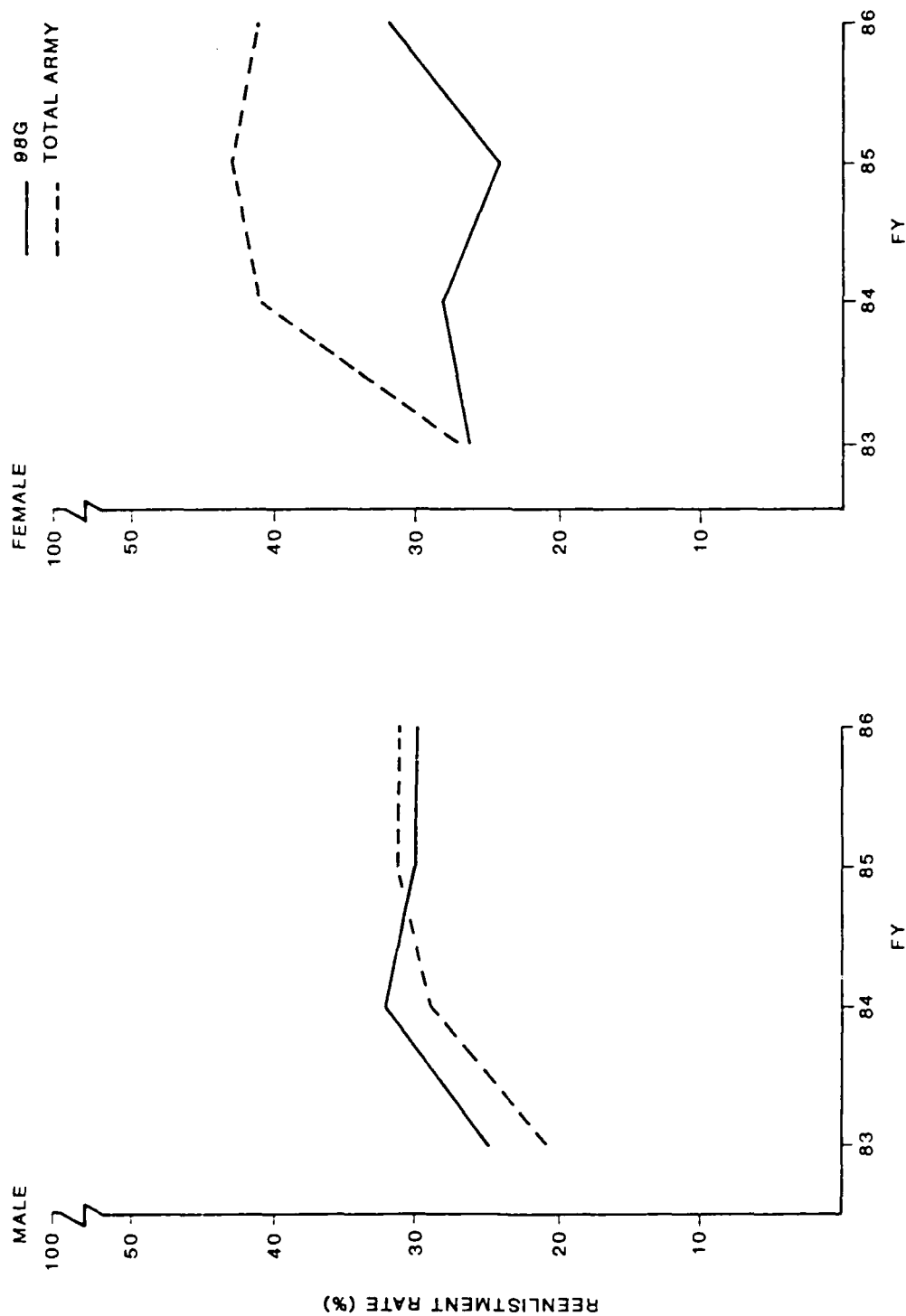


Figure 2. FY83-FY86 first term reenlistment rates by gender: 98G vs. total Army.  
(Source: DCSPER Report No. 628)

Figure 3 depicts 98G first term attrition patterns. The two graphs in this figure provide a more detailed picture of gender and marital characteristics by contrasting 98G personnel to all other non-combat MOS rather than total Army. This is a more meaningful comparison since the 98G as well as the non-combat group have a more even distribution of male and female (as opposed to very few females in the combat series). It can be seen from these graphs that the honorable discharge attrition rate is 35-40 percent for each 98G single male cohort entering between 1979 and 1982. The single female 98G group is slightly lower in attrition, with both of these 98G groups higher than male and female in non-combat positions. For the married groups, the graph indicates that 98G male attrition following the first term is higher than for both males and females in other non-combat MOS in each cohort group. The 98G female attrition pattern, on the other hand, fluctuates from year to year, being lower than all other accession groups in 1979 and 1982 and higher for the 1980 and 1981 cohorts. Overall, married individuals have a lower attrition rate following first term than never married personnel. While marital status seems to impact attrition, note that only a small percent of the total group (13%) are married.

Figure 4 provides percent retention in MOS rate by MACOM assignment. Statistics were available for both the 33T and 98G in this case. It is assumed that the 33T figures reflect former 33S who transitioned to 33T, as discussed in the introductory section above. For those whose first assignment was spent in a strategic site (INSCOM), the retention rate is near 50% for both 98G and 33T. For 98G, the retention rate for FORSCOM assignees is only 25%; a clear indication of the impact of the tactical setting. For the 33T, the retention rate shifts from 1986 to 1987; at first it is below the INSCOM level, and then it is above. This may indicate that the new MOS is stabilizing after an initial attrition of individuals who were formerly in the 33S strategic positions.

Figure 5 provides 98G/33T reenlistment rates according to enlistment term for 1st QTR FY 87. As can be seen, the 41% first term reenlistment rates for 98G and 33T are somewhat above the 36% first term rate for the Army as a whole. However, for midcareerists (those with 6-10 years of service), the 27% 33T reenlistment rate is significantly lower than the 98G rate (69%) and the rate for the Army as a whole (70%). For careerists (those with more than ten years of service), the reenlistment rates for both 98G and 33T (69% and 57%, respectively) are below the 85% rate for the Army as a whole.

#### Job Satisfaction and Retention Data

##### CMF 98 Attitude Survey

The CMF 98 Attitude Survey was conducted at INSCOM by ARI in the 1978-80 timeframe. Although somewhat dated, this survey gives general information about reenlistment motivations within CMF 98. Table 2 shows the numbers surveyed and the major findings. Although covering the entire CMF and not restricted to 98G, the major conclusions reached give some indication of the difference between the MI career field and other non-combat MOS.



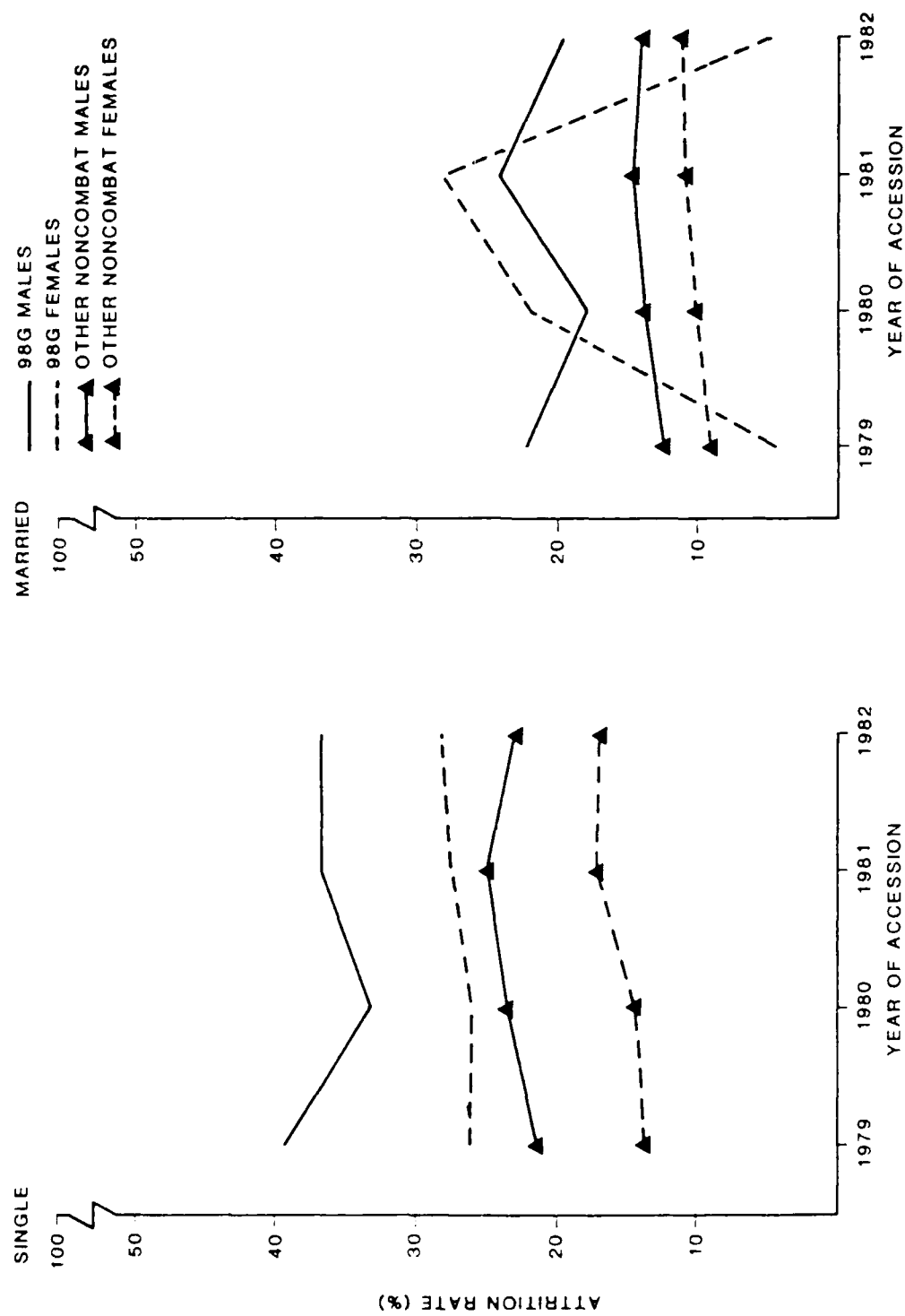


Figure 3. First term attrition rates by marital status, gender, and year of accession: 98G vs. other non-combat MOS. (Source: DMDC EMF database)

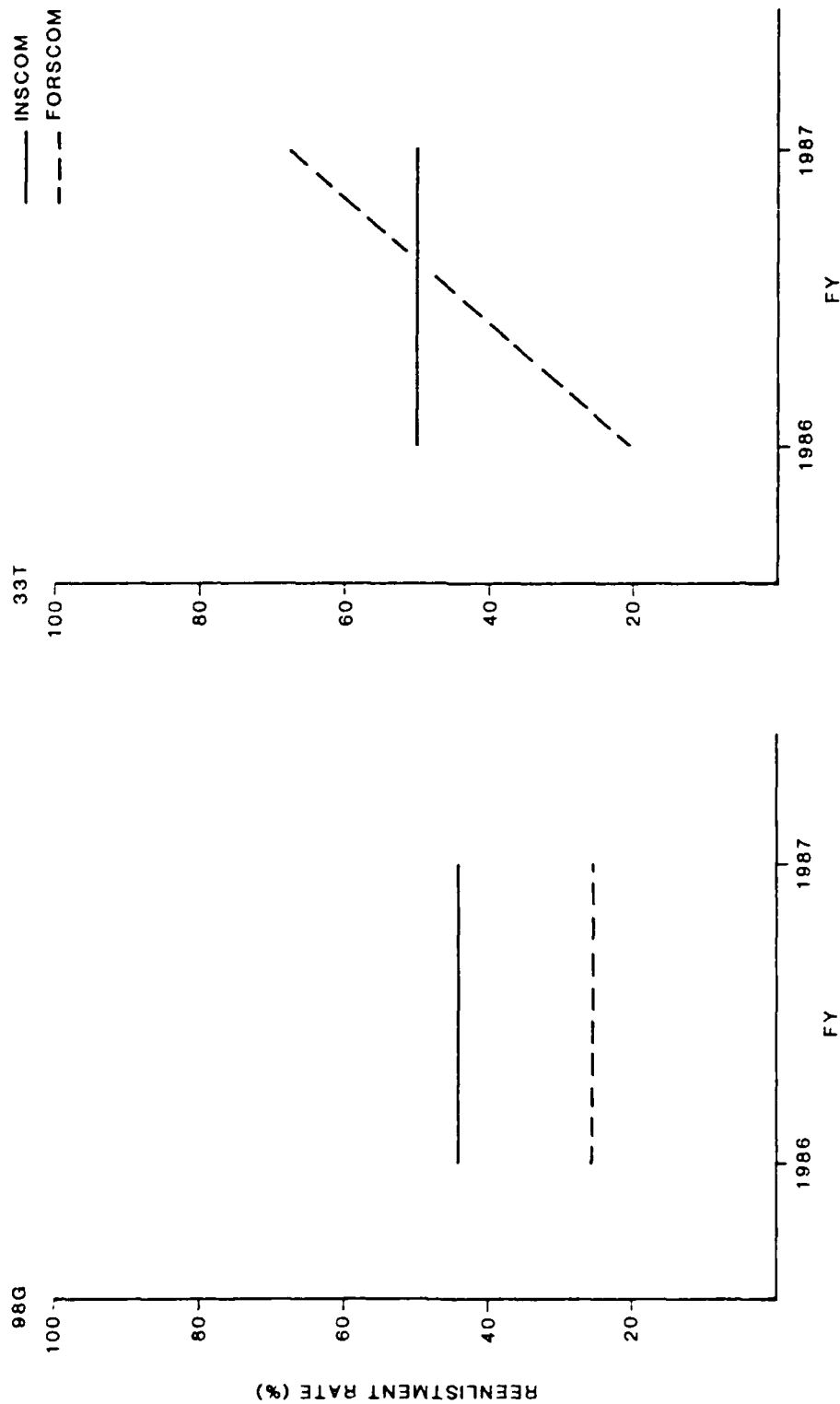


Figure 4. 98G and 33T first term reenlistment rates for FY86 and FY87 (1st QTR) according to first assignment location (INSCOM vs. FORSCOM). (Source: DCSPER Report No. 628)

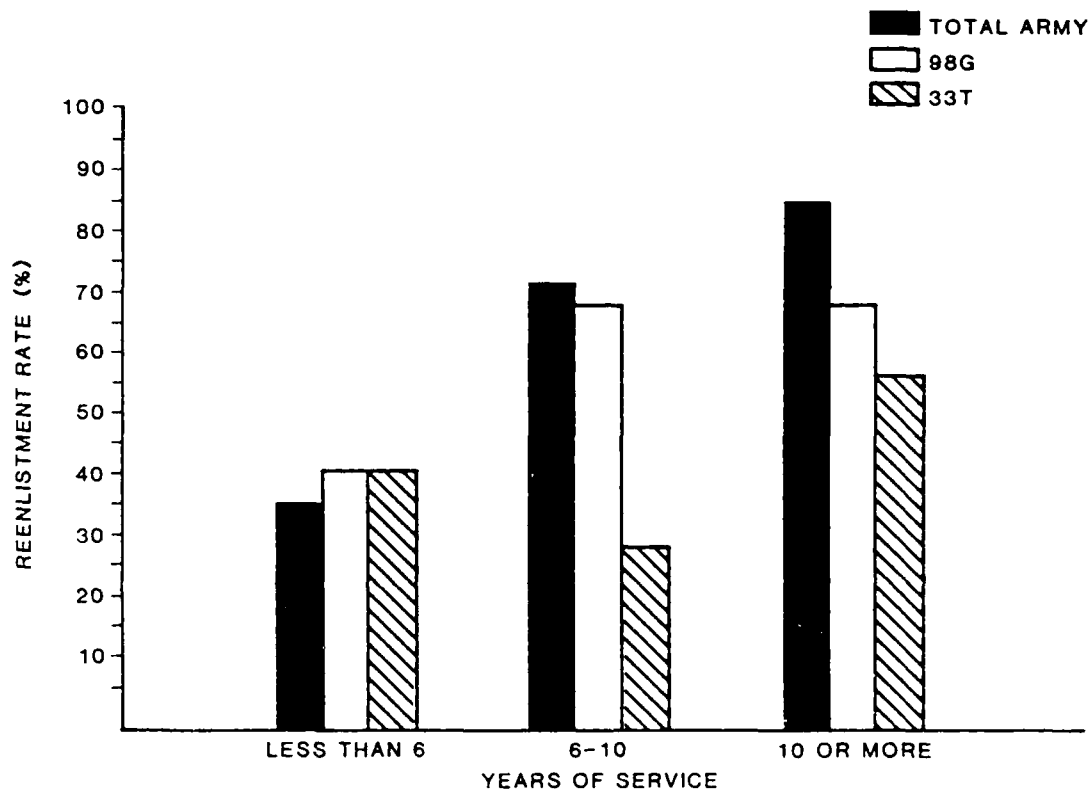


Figure 5. FY87 (1st QTR) reenlistment rates by years of service for 33T, 98G, and total Army. (Source: DCSPER Report No. 628)

Table 2. 1978-80 ARI CMF 98 Attitude Survey findings:

(a) Satisfaction with Army conditions and (b) reasons for wanting to leave for CMF 98 (N=215) vs other non-combat (N=1880)

(a) Satisfaction with present Army conditions

	<u>Percent Satisfied</u>	
	CMF 98	Other non-combat
Working Conditions	80	59
Kind of work	59	52
Pay	36	29
Supervisor	52	45
People you work with	68	58
Chances for promotion	42	31
Travel opportunities	72	41
Job security	71	59
Housing Conditions	20	30
Medical and dental benefits	49	59
Post	33	25
Army as a whole	30	30

(b) Reasons for wanting to leave the Army

	<u>Percent Agreement</u>	
	CMF 98	Other non-combat
Promotions do not go to soldiers who earn them	84	56
Lack of rewards for good work	75	44
Lack of privacy	75	60
Inadequate housing	64	48
Inadequate medical and dental care	64	48
Lack of training in civilian skills	62	38

First, non-combat personnel tended to leave the Army due to dissatisfaction with the Army. Members of the CMF 98 group were more satisfied with their Army job, and believed that their CMF provided a basis for them to obtain a comparable civilian career. Second, CMF 98 saw themselves as different from the Army as a whole due to the nature of their work. They believe they gave more to the Army due to the "live mission" nature of their assignments and felt they should get more from the Army, in terms of pay, benefits, and promotion potential. A negative opinion was expressed toward tactical assignments, saying that these do not afford the opportunity to exercise the skills obtained in Advanced Individual Training (AIT).

The major conclusion from this effort was that, for strategic CMF 98 positions, long term career potential does not provide for the increase in benefits, pay, and recognition that can be achieved in a civilian setting. Since the survey was the collective opinion of the entire CMF 98 as opposed to 98G alone, it is only safe to conclude that it pointed to reenlistment problems in the SIGINT field, but the degree to which this represents 98G attitudes is unclear.

#### BTT Survey

More recent data for both 98G and 33T is provided by BTT surveys conducted by USAISD within the past year. This survey included three questions related to reenlistment intentions and satisfaction. Table 3 lists the questions with answers obtained. A total of 126 98G individuals and 13 33T individuals responded. As can be seen, over half the 98G would recommend the MOS to a friend contemplating the Army, and two thirds felt they were adequately prepared for the job by AIT. The majority of the 98G group, though, did not plan to reenlist.

With respect to 33T, only 4 of 13 soldiers would recommend the MOS to a friend contemplating the Army. Again, the majority in this MOS are not planning to reenlist or are undecided. In most of the cases it was felt that they were adequately prepared in AIT to do the work required.

#### Subject Matter Expert Opinions

Several sources were tapped to discover the reasons behind these intentions. The only available information on 98G reenlistment decision making comes from informal interviews with several subject matter experts (SMEs): the MI Branch Manager and CMF 98 Branch Manager at MILPERCEN, the Language Management Branch and the Retention NCO at INSCOM, the Director of BTT at USAISD, and a MSG in the Proponency Office at the US Army Intelligence Center and School (USAICS). According to these SMEs, the civilian world offers 98Gs more than the Army. Since they have a security clearance and can speak a foreign language, 98Gs can demand starting salaries approaching \$45,000 in the civilian market. In contrast, if they decide to reenlist, 98Gs can expect only a maximum Selective Reenlistment Bonus (SRB) of \$15,000 for a six year commitment, and no opportunity to go to college. The Army option becomes even less enticing when they see that promotion points in their MOS have doubled over the past three years and find out that they are not allowed to learn another language. Opportunities for growth are especially bad when assigned to

Table 3. 98G/33T responses to retention and satisfaction items  
(Source: Branch Training Team Survey, 1986)

Based on your experience during AIT and your assignment thus far, would you recommend your MOS to someone contemplating entry in the US Army?

		<u>Number</u>
98G	Yes	65
	No	61
33T	Yes	4
	No	9

Do you at this point in your career have any plans to reenlist in the Army and your current MOS?

		<u>Number</u>
98G	Yes	20
	No	72
	Undecided	34
33T	Yes	3
	No	7
	Undecided	3

In your opinion, did your AIT adequately prepare you to perform your MOS duties?

		<u>Number</u>
98G	Yes	68
	No	32
33T	Yes	86
	No	14

a tactical unit. They generally are unable to use their training, face frequent shift work schedule changes, and the turn around time in this Space Imbalanced MOS (SIMOS) is too short to achieve stability. Despite these drawbacks, the SMEs believe 98Gs can be retained in the Army if given a viable mission and an opportunity to attend a language enhancement program.

Subjective opinions regarding 33T job satisfaction and reenlistment intentions come from two sources: An extensive interview with a retiring MSG who has worked in the Office of the Chief, Military Intelligence (OCMI) for a number of years; and responses of 11 33Ts' to an informal open-ended survey project carried out by a 33T SSG as part of his Bachelor of Arts degree requirements.

According to these individuals, 33T personnel have perhaps the least job satisfaction of any CMF 33. Unlike individuals in other CMF 33 MOS, who are given strategic assignments and perform some repair work under contractor supervision, there are no strategic assignments for 33T, and they are severely limited in the amount of EW/I maintenance they are allowed to perform. Since the equipment they work with is under warranty, their MOS-related duties largely consist of replacing units and transmitting them to contractors for repair. They spend much of their duty hours on non-MOS related details (e.g. "paper-pushing" and/or general motor pool work), which they find neither satisfying nor meaningful.

The SMEs suggest that the retention problem is largely confined to Midtermers, since most 1st termers are not eligible for reenlistment until 1989. Their 39 weeks of training, plus their experience in 33S makes them highly marketable in the civilian world. According to the SMEs, since these people observe contractors doing the same jobs that they were trained to do - and making more money for it - it is no wonder that they choose to leave the Army.

Aside from job dissatisfaction, the SMEs believe that perhaps the most important reasons for separation are the lack of promotion possibilities and the Selective Reenlistment Bonuses (SRB). The CMF 33 restructuring increased the number of E5 and E6 pay grades to the point where there is an inverted pyramid and little chance for advancement.

#### CMF 33 Job Satisfaction Survey

These views are supported by a more formal survey of CMF 33 conducted recently by USAISD. The survey, consisting of 139 items measuring job satisfaction, reenlistment intent and factors associated with each, was administered to 78 CMF 33 enlisted personnel (18 in MOS 33T and 65 in other MOS within CMF33) in the Fall of 1986.

While the survey, itself, is a rich potential source of detailed information, the available data is limited in a number of respects. First, not all the information collected on these 78 individuals was coded. Of the 25

background information items in Section I, the raw data was coded only for items 1 (Primary MOS), 2 (Pay Grade), 3 (Years in CMF 33), 14 (Term of Enlistment), 16 (High School Education), 17 (College Education), 18 (Reenlistment/Separation Plans), 19 (Job Satisfaction) and 20 (Satisfaction with CMF 33 Restructure). Responses to Section II items (Job/CMF Opinions) were provided for all respondents, while responses to Section III (Separation Reasons) and Section IV (Reenlistment Reasons) were coded for 33T individuals only.

A second limitation of the data concerns the relatively small number of respondents, especially within the 33T MOS, and demographic differences between the two groups. Table 4 provides a breakdown of the 33T vs other CMF 33 MOS respondents by selected background information. As shown in the Table, both the 33T and other CMF 33 groups contained approximately 2 1/2 times more married than nonmarried respondents and a somewhat higher percentage of senior than junior NCOs. For the 33T sample, all 18 respondents were male, and the majority were in their second enlistment term. For the non33T group, no information was available on gender, and the majority were beyond their second enlistment term. Because the sample sizes are small, certain subgroups are overrepresented, and the 33T and non33T groups differ in length of service and (possibly) sex composition, the results should be interpreted cautiously.

Job/CMF opinions. Respondents were provided with a list of characteristics associated with their Army experience and asked to rate the extent to which they agreed with each on a four point scale. Table 5 provides the percentages who agreed with each item for 33T and non33T groups, separately.

The majority of both groups expressed a positive attitude toward the Army as a whole (66% in 33T and 68% in non33T). The majority also agreed that their jobs were satisfying (56% and 64%, respectively), interesting (61% and 69%, respectively), and worthwhile (75% and 85%, respectively); and that their leadership was satisfactory (77% and 69%, respectively).

However, 33T individuals appeared to be more dissatisfied with particular aspects of their work situation than those in other CMF 33 MOS. Only 56% of the 33T compared to 78% of those in other CMF 33 agreed that their supervisors were technically competent. In addition, 33T expressed more dissatisfaction with the state of their equipment. Specifically, only 33% of 33T as compared to 52% of other CMF 33 were satisfied with the tools and test equipment they had to work with. A greater percentage of 33T than other CMF 33 (1) felt their unit did not have all the test equipment they needed (73% in 33T vs 54% in other CMF 33); (2) indicated that what test equipment they did have was outdated (90% vs 61%, respectively); and (3) stated that their unit lacked adequate EW/I equipment, as well (54% vs 37%, respectively).

The two groups also differed somewhat in percentage agreement on items describing the nature of their work. About 50% of each group agreed that their job involved troubleshooting EW/I equipment to the piece/part level. However, the degree of troubleshooting appears to be much more limited for 33T. Fifty percent of 33T as compared to only 6% in other CMF 33 agreed that they were allowed to troubleshoot EW/I equipment only to the printed circuit card level;



Table 4. CMF 33 Job Satisfaction Survey:  
Number of 33T vs other CMF 33 respondents by selected demographics

		<u>33T</u> (N=18)	<u>Other CMF 33</u> (N=65)
Pay Grade	E4/E5	8	28
	E6/E7	10	37
Enlistment Term	1	3	16
	2	8	15
	3 or more	8	34
	Unknown	1	0
Marital Status	Married	13	45
	Not Married	5	20
Gender	Male	18	- *
	Female	0	- *

\* Information not available

Table 5. Percent 33T vs Other CMF 33 agreement with job/CMF-related items  
(Source: CMF 33 Job Satisfaction Survey)

	<u>Percent Agreement</u>	
	33T	Other CMF 33
<u>General Attitudes</u>		
Positive opinion of Army	66	68
Satisfying job	56	64
Worthwhile Job	61	69
Adequate supervisor leadership	77	69
<u>Work Situation</u>		
Technically competent supervisors	56	78
Adequate tools/test equipment	33	52
Unit lacks some required test equipment	73	54
Outdated test equipment	90	61
Unit lacks adequate EW/I equipment	54	37
Job duty: Troubleshooting to module/circuit card	50	6
Job duty: Troubleshoot to piece/part level	45	52
Job duty: Replace black box only	54	18
<u>CMF 33 Attitudes</u>		
Assigned to appropriate CMF 33 MOS	75	60
Want to change to non-CMF 33 MOS	18	23
Would change to different CMF 33 MOS	53	31
Dissatisfied with CMF 33 restructure	88	69
CMF 33 restructure not beneficial to Army	66	61
CMF 33 structure should be changed	46	47
Satisfied with MOS assignment opportunities	61	62
Satisfied with amount of MOS-related work	28	46
Most of AIT training not being used	77	46
More training opportunities in other CMF 33 MOS	19	20
Better assignments in other CMF 33 MOS	69	23
Better promotion opportunities in other CMF 33 MOS	56	45

65% of 33T vs only 28% in other CMF 33 stated that much of the repair work was done by contractors; and 54% of 33T as compared to 18% of other CMF 33 agreed that the only repairs they perform was removing and replacing "black boxes".

The survey also provided information on respondent attitudes toward CMF 33 and their particular MOS. A majority of both groups agreed that they had been placed in an appropriate MOS following the CMF 33 restructuring (75% agreement for 33T and 60% agreement for other CMF 33), and only 18% of the 33T and 23% of those in other CMF 33 expressed a desire to change to another career management field. However, a large percentage of both 33T and non33T groups (68% and 69%, respectively) expressed dissatisfaction with the CMF 33 restructuring. A majority of both groups also believed that the restructuring did not benefit the Army (66% and 61%, respectively) and agreed that CMF 33 should be reorganized once more (47% and 46%, respectively).

The 33T respondents appear to be somewhat more dissatisfied with their MOS than those in other CMF 33. A majority of both groups expressed general satisfaction with their MOS assignment opportunities (61% and 62%, respectively). However, a greater percentage of 33T than those in other CMF 33 indicated they were dissatisfied with the limited amount of time spent performing MOS duties (72% vs 54%, respectively), and stated that most of their training was being wasted, given the limited amount of repairs they are allowed to perform (77% vs 46%).

The 33T dissatisfaction with their MOS is especially evident on items asking respondents to compare opportunities within their MOS with those of other MOS within CMF 33. Although only small percentages of both groups believed that other CMF 33 MOS offered more opportunity for advanced training than their own (19% and 20%), a larger percentage of 33T compared to other CMF 33 respondents agreed that other CMF 33 offered better assignment (69% vs 23%) and promotion opportunities (56% vs 45%), and stated that they would change to a different CMF 33 MOS, if given the chance (53% vs 31%).

Renlistment attitudes. About the same percentage of 33T and those in other CMF 33 MOS stated that they intended to reenlist (44% and 46%, respectively). Table 6 compares 33T respondents with those in other CMF 33 MOS on percentage agreement to factors related to reenlistment intentions. The opportunity to attend college does not appear to be an important reenlistment incentive for most respondents. High percentages of both 33T (88%) and other CMF 33 respondents (78%) agreed that the Army offered an adequate opportunity to take college courses, and only 30% of the 33Ts and 25% of those in other CMF 33 groups indicated that they would consider leaving the Army to attend college.

The Selective Reenlistment Bonus (SRB) also does not appear to be as important a reenlistment incentive as one might expect. For both 33T and those in other CMF 33 MOS, the SRB was considered less important than having a choice of assignments (65% and 63%, respectively), getting advanced electronic training (73% and 63%), and promotion opportunities (72% and 66%). This latter factor appears to be especially important for the 33T group, for 83% of the 33Ts as compared to only 51% of those in other CMF 33 MOS stated that they would probably reenlist if there was an opportunity for faster promotions.

Table 6. Percent 33T and other CMF 33 agreeing to reenlistment intention items (Source: CMF 33 Job Satisfaction Survey)

	<u>Percent Agreement</u>	
	33T	Other CMF 33
Intend to reenlist	44	46
Adequate opportunity to take college courses	88	78
Would leave to attend college	30	25
Assignment choices more important than SRB	65	63
Advanced electronic training opportunities more important than SRB	73	63
Promotion opportunities more important than SRB	72	66
Would reenlist if faster promotion opportunity	83	57

33T separation/reenlistment reasons. As indicated earlier, ratings of importance of various reasons for separating (Section III) and reenlisting (Section IV) were coded only for the 33T group. Table 7 lists the reasons that were rated as either "very important" or "somewhat important" by a majority of the ten 33Ts who expressed an intent to separate, and Table 8 provides the same information for the eight 33Ts who indicated that they would probably reenlist.

As shown in Table 7, all ten 33Ts who intend to separate rated "living conditions", "amount of 'real' work", "extra duties", and "having a job that did not challenge their training and abilities" as important reasons for their decision to separate; all but one cited "amount of harassment in the Army", "low pay", and "amount of 'busy work' they do"; eight of the ten said "low SRB" was an important reason; and 70% mentioned "frequency of family separation" and "little chance for promotion".

All eight of the 33Ts who intended to reenlist (Table 8) rated "job satisfaction", "job challenge and demands", "chance for promotion", "dependent and personal dental care", "SRB availability", "economic security", and "spouse attitude toward reenlistment" as either very important or somewhat important. Seven of the eight rated the "opportunity to serve the US" and "30 days paid leave/year" as important reasons for reenlisting, and six mentioned "PX privileges".

## DISCUSSION

Since the factors affecting the reenlistment decision differed somewhat for 98G and 33T, the findings will be discussed separately for the two MOS.

### 98G Retention and Job Satisfaction

The 98G data available indicates that first term attrition in this MOS has a stable pattern from year to year that is slightly higher than the overall Army average. Accessions since 1979 show that 98G individuals who are married, and particularly married females, have a slightly lower attrition rate, yet it is still higher than total Army figures and other non-combat MOS. These figures alone do not indicate the reasons for the lower retention rate.

A detailed CMF 98 job satisfaction survey, although dated, expressed the usual dissatisfaction with pay and promotion benefits. However, many individuals indicated that the strategic level assignment was what attracted them, and a tactical assignment was not desired. Attrition data broken out by FORSCOM (tactical) vs INSCOM (strategic) assignments show a dramatic (25%) difference in retention for 1986. Here, those whose first assignment was strategic tended to reenlist at a rate 25% higher than their tactical counterparts. This tracks with the results of recent BTT surveys wherein over half of those interviewed would recommend the MOS to a friend, but more than 75% were not planning to reenlist or were undecided. Most (68%) felt that they were prepared for their job through AIT, however, it cannot be determined whether they were actually able to do their job. The inference is clear that respondents who were in tactical assignments or were slated to go into them were hesitant about reenlisting.

Table 7. Importance of separation reasons for 33T who intend to separate (N=10)  
 (Source: CMF 33 Job Satisfaction Survey)

<u>Separation Reasons</u>	<u>Percent Important</u>		Total
	Very important	Somewhat important	
Inadequate living conditions	80	20	100
Too little "real" work	50	50	100
Too much extra duties	50	50	100
Job not challenging training/abilities	40	60	100
Army harassment	90	0	90
Too much "busy" work	60	30	90
Low pay	50	40	90
Low SRB	30	50	80
No promotion opprtunities	50	20	70
Too much family separation	60	10	70

Table 8. Importance of reenlistment reasons for 33T who intend to reenlist (N=8) (Source: CMF 33 Job Satisfaction Survey)

<u>Reenlistment Reasons</u>	<u>Percent Important</u>		Total
	Very important	Somewhat important	
Job Satisfaction	80	20	100
Personal/dependent dental care	80	20	100
Promotion opportunities	80	20	100
Spouse attitude toward reenlisting	40	60	100
Economic security	40	60	100
Job challenge/demands	60	40	100
SRB Availability	30	70	100
Serve country	40	50	90
30 days paid leave/year	40	50	90
PX privileges	70	10	80
Commissary privileges	50	20	70

In essence, no quantitative data exists to support subject matter expert opinions, which assert that 98G attrition is directly related to job satisfaction factors. These factors, as indicated in the preceding sections, concern complaints about the use of skills (or lack thereof), the pay, promotion, and benefit packages, along with the difficulties of SIMOS, shift work and lack of educational opportunity. The bottom line, though, is that none of these widely held opinions are documented with hard data.

### 33T Retention and Job Satisfaction

The limited data currently available appears to indicate that the 33T reenlistment problem is associated with job dissatisfaction and perceived lack of promotion opportunities. Most people evaluate their current situation by comparing it with the positive and negative features of alternatives. When 33T individuals make this comparison, they find that their current circumstances are not as favorable as the available alternatives. Compared to other CMF 33, they see themselves with less adequate tools and equipment, poorer promotion opportunities, and less of an opportunity to use their MOS-related skills. When they compare their jobs with civilian options, they find their skills highly marketable and see contractors doing the same jobs for which they were trained - and making a lot more money at it. A comparison is also made between their MOS as it exists today and what it was like before the CMF 33 restructure. Prior to 1985, they were using their MOS-related skills to do meaningful, worthwhile work as 33S technicians. Now, they find themselves in tactical units, working behind a desk or in a motor pool. Compared to those "glory days," their current situation seems especially bleak.

Several notes of caution must be added. First, these conclusions are based on a very limited set of data. It would be a grave mistake to generalize from the subjective opinions and survey responses of less than fifty people to an entire MOS. Second, the results, if representative at all, may be more characteristic of Midtermers than 1st termers. This latter group is vastly underrepresented in the existing data. Since they have not developed the marketable skills as yet, have not had the positive 33S experience with which to compare their current situation, and do not have to make a reenlistment decision until 1989, it is quite likely that these results and conclusions do not apply to them.

### CONCLUSIONS

It appears that two steps need to be taken to focus on MI Branch first term attrition: first, insure that the projected surveys will obtain timely and detailed data to quantify the job satisfaction issues, and two, enhance efforts to increase match of AIT training and expectations to first duty assignment tasks.

For firm conclusions to be drawn, a good deal more systematic data than now exists must be collected. Steps are being taken to remedy the situation. The Retention NCO at INSCOM is in the process of conducting extensive interviews with representative samples of both 98G and 33T; the U.S. Army Soldier Support Center's Attitudes and Opinion Branch expects to field the CMF 33 Job Satisfaction Survey world-wide in May, 1987, and plans to extend the



effort to include CMF 98 in early FY 88; and the BTT Survey continues to be administered on a regular basis. Once these data are collected, analyzed and interpreted, it should be possible to draw some firm conclusions about the relationship between 98G/33T job satisfaction and reenlistment decision making.